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ABSTRACT

The Donald D. Zell Urban Resource Center (URC) represents Florida Community College at Jacksonville's (FCCJ) commitment to a quality workforce for Northeast Florida. Through the use of state-of-the-art technology and progressive instructional methods, the Center is helping FCCJ students expand their potential and their value in the workplace. The URC provides training from basic job skills to executive training for current and future FCCJ students, local unemployed and underemployed residents, currently employed individuals seeking retraining, and other special needs groups. The URC is being developed and operated through a full partnership between business, civic leaders from Northeast Florida, and FCCJ. Program goals include developing: (1) appropriate technological skills in students, faculty and staff; (2) workforce readiness skills; (3) innovative uses of technology to support instruction; (4) quality communications through technology; (5) distance learning capabilities; (6) appropriate curriculum for students and business; (7) workplace literacy skills; and (8) the ability to match employer job openings with qualified job applicants. The 62,160 square foot building contains three multipurpose assessment testing rooms; computer, data processing, multi-skills, distance learning, and computer-aided drafting/design labs; three multi-media conference rooms; a career resource center; and an economic development office. (Facility floor plans, a list of Advisory Council members, a list of program initiative task forces with contact people and phone numbers, and an information booklet are included.) (KP)

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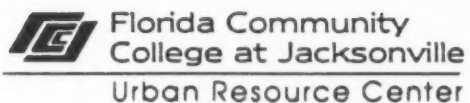
Urban Resource Center

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TO THE EDUCATIONAL RESOURCES
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**Representing FCCJ's commitment
to a quality work force for Northeast Florida**



**Information Packet
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Florida Community College at Jacksonville's Donald D. Zell Urban Resource Center

Background Information — April 1993
For more information call (904) 633-8149 or (904) 632-3278

Introduction

We are dedicated to meaningful learning and excellent teaching, enabling individuals to achieve their hopes, dreams and full potential, and to being a leading partner in creating a dynamic, prosperous community of enlightened leaders and thoughtful, effective, global citizens.

— The mission of Florida Community College at Jacksonville

If an FCCJ venture ever embodied the full spirit of this institution's mission, it would be the Donald D. Zell Urban Resource Center. Through the use of state-of-the-art technology and progressive instructional methods, the Center is helping FCCJ students expand their potential and their value in the workplace. It is improving the quality of the Northeast Florida work force and contributing to the community's long-term economic development and prosperity.

The Urban Resource Center is not a building, although the structure that envelops its vital components is an architectural accomplishment. It is not just a program, although it has unlocked countless educational opportunities for people and organizations throughout the Jacksonville area. The Urban Resource Center is best described as a high-level, educational organism — a living entity — that will breathe, grow and change according to the specific needs of its cerebral command center, a partnership between the business and civic community of Northeast Florida and FCCJ.

This partnership has provided a planning and information conduit to improve the learning process through technology. It has caused FCCJ as an institution to evaluate how it connects, technologically, within itself and with the world.

The Urban Resource Center will serve as the area's central skills assessment and job training/retraining concept for the area work force. It is designed to upgrade skills in the local labor market and attract additional businesses to the area. The Center will emphasize computer related skills ranging from basic computer literacy to advanced training at the highest technical levels.

The Urban Resource Center will serve current and future FCCJ students, the unemployed and underemployed of Northeast Florida, other currently employed residents and special needs groups. It will help position FCCJ as an institution that can and will adapt to the needs of a diverse student body, and it will help position Northeast Florida as an area that can meet current and future needs of individuals and the economic community at large.

The Need for the Urban Resource Center

Jacksonville's work force needs are changing, and the communities that comprise the Jacksonville metropolitan area are looking to FCCJ to adapt to those changes and meet the educational needs of the 21st century work force.

The workplace is demanding more education from its employees. Fifty-two percent of today's jobs require post-secondary education. By the year 2000, that figure will rise to 80 percent.

The work force is aging. Seventy-five percent of the work force for the year 2000 is currently working and will have to be retrained for new and changing technology.

The Jacksonville Community Council, Inc. reported in its Future Work Force Needs Study that among the greatest work force problems was "extremely high unemployment among youth and minorities worsened by insufficient work training and education opportunities." That same report, released in 1990, listed among its conclusions:

Working partnerships between education institutions and the business community are needed now to develop the kinds of educational offerings and career-development opportunities required to prepare the future work force. . . . Educational institutions may not be planning sufficiently or far enough ahead for the changing needs of the work force.

Among its recommendations the report said, "Florida Community College at Jacksonville should be encouraged to continue and expand its efforts as a major local provider of work force-related education and training."

The state of Florida mandated that FCCJ take a proactive role in work force development by participating in the economic development of the community, upgrading the community's work force skills, and increasing minority employment opportunities.

FCCJ is uniquely qualified to accomplish these tasks because of its experience in educational and vocational training, its proven track record with special needs groups and the development of custom training programs for business and industry.

Community Involvement

The Northeast Florida business/civic community is a complete partner in the development of the Urban Resource Center. In 1990, the Center was one of only three educational initiatives that the Jacksonville Chamber of Commerce Work Force Preparation Task Force recommended for Chamber and business involvement. (Duval County Public Schools' Magnet Program and the

Private Industry Council's Summer Youth Program were the others.) The Chamber of Commerce Board of Governors in 1991 passed a resolution supporting the Center.

FCCJ formed an advisory council (the current members are listed in appendix A) representing leaders from business, industry, community organizations and government agencies to provide input on training and employment needs, create partnerships and act as a liaison to the community. The College formed an executive committee, composed of members from the advisory council, to manage the council's objectives, activities and agenda.

Once the initial concept of the Urban Resource Center was presented to the Council, FCCJ conducted extensive personal interviews with more than 100 Northeast Florida business and civic leaders representing more than 70 organizations to assess their training needs and work force problems and exchange information about the Urban Resource Center concept. This intense, interactive process between FCCJ, the Urban Resource Center Advisory Council and the Northeast Florida economic community led to the development of the Urban Resource Center's 11 program initiatives (appendix B).

With those initiatives defined, surveys were sent to more than 250 business, civic and government agency representatives to determine their interest in each initiative, their willingness to support them and their desire to participate on task forces to address each initiative.

Those task forces became fully operational almost 18 months before the Urban Resource Center building was completed. Because several of the area's work force needs were so urgent, many of the task forces began implementing program recommendations as the building was being constructed. Each task force is co-chaired by a representative from the business/civic community and an appropriate College leader.

The extensive involvement of the community in every level of planning, implementation and operation of the Urban Resource Center enables FCCJ to identify future education and work force needs, and ensures the College's focus as a comprehensive institution for work force training and education.

Building History

In 1991, FCCJ's District Board of Trustees approved the contract for renovation of the 62,160 square foot building that became the Urban Resource Center. Through the competitive bidding process, the Board selected the Haskell Company to perform the renovation.

FCCJ purchased the building in 1990 for \$1 million, which was funded by public education capital outlay (PECO) funds from the state of Florida. FCCJ combined an additional \$500,000 of PECO funds from the 1990 appropriation with \$3.5 million of PECO funds from the 1991 budget year for renovation and remodeling.

The total cost for renovation and remodeling was about \$5 million. FCCJ received additional PECO money in 1992-93 to make up the difference between the actual cost and the \$4 million of PECO funds set aside for the project.

The Haskell Company completed its renovation in November 1992. The first Urban Resource Center class, a cultural diversity training session for Duval County public school teachers, was held in January 1993.

Copies of the Center's floor plans and a description of the components on each level are included with this packet.

About Donald D. Zell

Donald D. Zell began his association with Florida Community College at Jacksonville in 1970 when he donated land for the construction of North Campus. Over the next two decades, Zell continued to support FCCJ, serving 13 years on the Board of Governors of the FCCJ Foundation, Inc. (including two years as Board President) and five years on the District Board of Trustees (1986-1991).

As District Board of Trustees Chairman (1990-1991), Zell guided FCCJ through a pivotal period in its growth and worked tirelessly to create new student programs and build new facilities. His emphasis on the important role community colleges play in the economic growth of a city has provided a framework for a continuing partnership between FCCJ and community leaders, culminating in the development of the Urban Resource Center.

Zell's commitment to FCCJ and Jacksonville has previously been recognized by former Governor Bob Martinez, who presented Zell with the Governor's Independence Award in 1990, and the National Council for Resource Development which awarded him the 1992 Region IV Outstanding Philanthropist Award.

The Donald D. Zell Urban Resource Center honors Zell's outstanding commitment to the College and the community.

FCCJ's Urban Resource Center

Fact Sheet

Donald D. Zell Urban Resource Center
601 W. State St.
Jacksonville, FL 32202
(904) 633-8149

Mission

The Urban Resource Center represents FCCJ's commitment to a quality work force for Northeast Florida.

Philosophy and Markets

The Urban Resource Center exists to provide all levels of employment training, from basic job skills to executive training, for current and future FCCJ students, the unemployed and underemployed, the currently employed and other special needs groups. It will meet the demonstrated need of the Northeast Florida community for an educational center that can adapt to the changing demands of the work force and vastly enhance, through education and training, the area's potential for economic prosperity. The Urban Resource Center is being developed and operated through a full partnership between business, civic and government leaders of Northeast Florida and FCCJ to ensure that it meets the specific requirements of FCCJ students and the community.

Program Goals

- Facilitate and ensure the development of appropriate technological skills in FCCJ students.
- Facilitate the development of work force readiness skills in FCCJ students.
- Facilitate the development of appropriate technological skills in FCCJ faculty and staff.
- Facilitate innovative uses of technology to support instruction.
- Facilitate quality communications through technology.
- Facilitate distant learning capabilities of FCCJ.
- Facilitate the development of appropriate curriculum to meet the educational needs of FCCJ students and businesses.
- Facilitate the development of workplace literacy skills.
- Facilitate matching employer job openings with qualified job applicants (JOB LINK).

Current Configuration

- Three multipurpose assessment testing rooms
- One large work evaluation lab
- A career resource center and educational advising facilities
- Two computer information systems labs
- One computer aided drafting and design/computer aided manufacturing (CAD/CAM) lab
- Two electronic classrooms
- Two microcomputer labs
- One business data processing lab
- One multi-skills lab
- Three interdisciplinary computer labs
- One "Office of the Future" lab
- One interdisciplinary laboratory (distant learning center)
- Three multi-media conference rooms
- One economic development office

(All Urban Resource Center facilities are accessible to and adapted for people with disabilities.)

Building Information

The 62,160 gross square foot Donald D. Zell Urban Resource Center was completed in November 1992. The Haskell Company, located in Jacksonville, designed the building in conjunction with FCCJ based on the expressed training needs of Jacksonville area employers. The Haskell Company also served as the primary contractor. The Center was built in strict accordance with the Americans with Disabilities Act.

Total Facility Cost

\$13 million (includes site acquisition, renovation, furniture and equipment, and program development)

FCCJ's Urban Resource Center **On-going Program Activities**

The concept of the Urban Resource Center fueled many discussions and many partnerships leading to programs that address the area's work force training needs. One of the greatest benefits of the Center has been that its concept alone opened a forum for communication and provided a catalyst for action. The initial results of this activity are addressed below.

Preparing people for the work force

Through the collaboration of two Urban Resource Center task forces, FCCJ designed new associate in science degree programs in information/records management and medical records technology — two emerging occupational fields.

*Task forces: Small Business Advisory Council
Contact: Jean Martin, (904) 632-5065
Medical Consortium
Contact: Jim Woods, (904) 766-6724*

FCCJ received a \$171,000 HRS grant to provide work force readiness and basic literacy programs for Project Independence participants. FCCJ also has received a \$150,000 Industry Services/Sunshine State Skills grant to train potential employees for Merrill Lynch's newly relocated Southeast operations center.

*Task force: Work Force Readiness
Contact: Edythe Abdullah, (904) 632-5049*

FCCJ created and implemented a new associate in science degree program in midrange computer programming as a result of a survey of 80 businesses that use midrange computers. IBM donated an AS/400 computer system to the College to support this program and to support short term AS/400 computer training at the Urban Resource Center.

*Task force: Small Business Advisory Council
Contact: Jean Martin, (904) 632-5065*

FCCJ is providing assessment and advising to parents who are delinquent in child support payment. The program, funded by a \$28,000 Parents Fair Share grant, assists parents in enrolling in academic and vocational training programs to increase their wage earning ability.

*Task force: Work Force Readiness
Contact: Edythe Abdullah, (904) 632-5049*

Training individuals at work

FCCJ is conducting computer application skills training for employees of Barnett Technologies; Barnett Trust; BTI Services, Inc.; Barnett Statewide Administrative Services; the state of Florida; the city of Jacksonville; University Hospital; and CSX Intermodal.

Task force: Needs Assessment
Contact: Sheila Lynn, (904) 632-5095

FCCJ provided workplace learning programs, including English as a Second Language, to several Jacksonville area businesses using a \$396,000 Workplace Literacy grant. With the grant, the College assessed more than 1,200 students and provided instruction to more than 230.

Task force: Work Force Readiness
Contact: Edythe Abdullah, (904) 632-5049

FCCJ is teaching office microcomputer systems to clients of the Division of Vocational Rehabilitation, the Private Industry Councils of Northeast Florida, Duval and Clay counties, as well as the U.S. Department of Labor, Jacksonville Sheriff's Office and the Duval County Public Schools.

Task force: Work Force Readiness
Contact: Edythe Abdullah, (904) 632-5049

Vistakon, Inc. awarded FCCJ grants totaling \$87,000 to create positions to provide workplace learning programs for Vistakon, and the Florida Department of Transportation selected the FCCJ Urban Resource Center as a test site for a workplace education curriculum for transportation maintenance personnel. FCCJ is also conducting quality enhancement courses for 300 new Vistakon employees.

Task force: Workplace Education
Contact: Luther Quarles, (904) 633-8121

FCCJ and the Duval County School Board are implementing a \$25,000 grant to provide cultural diversity training for 2,000 Duval County teachers, and FCCJ conducted a series of manufacturing workshops for members of the First Coast Manufacturing Association.

Task force: Workplace Education
Contact: Luther Quarles, (904) 633-8121

FCCJ is conducting employee development training for Barnett Office Park and Blue Cross Blue Shield of Florida employees. The College has also contracted with CSX to conduct critical thinking skills for CSX personnel. FCCJ continues to coordinate training for new employees of AT&T Universal Card Services and American Transtech.

*Task force: Workplace Education
Contact: Luther Quarles, (904) 633-8121*

Partnerships with area high schools

Through the Duval County Public Schools' financial services magnet program at Wolfson High School, FCCJ is offering college credit courses to Wolfson High School students in partnership with AT&T American Transtech, AT&T Universal Card Services, American Express Travel Related Services, The Prudential, Barnett Bank and FCCJ. Students are now able to begin work on a FCCJ financial services certificate during their senior year in high school.

*Task force: Dual Enrollment/Cooperative Education Council
Contact: Jon Cosby, (904) 632-3261*

FCCJ joined Blue Cross/Blue Shield of Florida's Partners in Achievement program to deliver college credit classes to students from several area high schools. Students in the partnership are hired as paid employees of Blue Cross/Blue Shield. They receive high school credit for their successful participation in the program, and they receive college credit for completing FCCJ courses taught during their working hours.

*Task force: Dual Enrollment/Cooperative Education Council
Contact: Jon Cosby, (904) 632-3261*

Placing qualified people in meaningful jobs

Jacksonville Housing and Urban Development, HRS, the Division of Blind Services, the Division of Vocational Rehabilitation, the Private Industry Council, Job Service and local employers joined with FCCJ to develop a coordinated, computer system that matches job openings with qualified applicants referred by those agencies. FCCJ has installed that system, called JOB LINK, and the College is currently testing its operation.

*Task force: JOB LINK
Contact: Jeff Oliver, (904) 766-6607*

Supporting Jacksonville's health industry

The FCCJ Urban Resource Center's Medical Consortium has developed a guest relations curriculum for **Methodist Medical Center**, a medical terminology curriculum for **Mayo Clinic** and **St. Luke's Hospital**, and a medical records technology college degree program. The consortium also has established two major goals: the creation of an elder care institute and the development of a human services technology treatment program.

*Task force: Medical Consortium
Contact: Jim Woods, (904) 766-6724*

Discovering training needs and certifying skills

FCCJ received a \$373,000 partnership grant with AT&T to develop an assessment and certification program for customer service representatives. FCCJ provided assessment services for more than 3,000 potential **Jacksonville Electric Authority** employees, and an FCCJ team assessed and counseled new employees of **Maxwell House Coffee**.

*Task force: Diagnostic Assessment
Contact: Charlotte Minter, (904) 632-3211*

The **Educational Testing Service (ETS)** selected the FCCJ Urban Resource Center as the test site for a multimedia curriculum program for document literacy and for validation of the program's assessment component. ETS also tested a functional skills assessment at FCCJ with more than 500 individuals participating. The **Institute for Personality and Ability Testing** selected FCCJ as a test site for the "Personal Career Development Profile." FCCJ also served as a test site for **CTB McGraw-Hill's "Work-Related Foundation Skills Tests"** in the areas of health, trade and industrial, and clerical office occupations.

*Task force: Diagnostic Assessment
Contact: Charlotte Minter, (904) 632-3211*

FCCJ received a \$49,000 grant from the Florida Department of Education to build a model system that tracks the progress of non-credit students from entry into programs such as those offered by the Urban Resource Center to the time they accomplish their goals.

*Task force: Diagnostic Assessment
Contact: Charlotte Minter, (904) 632-3211*

FCCJ received two grants from the United Auto Workers/General Motors Skills Center to establish on-site classroom labs that incorporate assessment, instruction and computer assisted activities.

Task force: Diagnostic Assessment
Contact: Charlotte Minter, (904) 632-3211

FCCJ has developed programs for customer service and clerical job families. These programs include job identification, candidate testing, job training, and candidate certification and placement. Both programs are the result of a survey of 120 Jacksonville area companies. The survey determined that clerical, customer service and health service skills will be in the greatest demand locally within the next three to five years. The clerical and customer service programs will be used as models for a health services program and future endeavors.

Task force: Determination of Job Requirements
Contact: Judy Burnett, (904) 632-5059

FCCJ has conducted several curriculum development workshops (sometimes called "DACUM" workshops) with businesses for specific jobs to determine the "real world" requirements of these positions. Job shadowing has also been conducted to develop curriculum based on real work environments.

Task force: Determination of Job Requirements
Contact: Judy Burnett, (904) 632-5059

Distance learning and other initiatives

FCCJ is exploring applications of distant learning technology and developing potential partnerships with several diverse client groups. FCCJ conducted distant learning demonstrations for Duval County Public Schools, CSX Railroad, ATS Technical Services and the First Coast Manufacturers Association. A program of instruction was developed and delivered to the U.S. Department of Defense.

Task force: Distance Learning
Contact: Eleanor Minich, (904) 633-8359

FCCJ and the Florida Reading Association held a regional conference on literacy. The conference included a presentation by nationally recognized expert Dr. Tom Stutch on functional context curriculum. The use of functional context curriculum in literacy education has increased retention rates from 20 to 80 percent.

Task force: Work Force Readiness
Contact: Edythe Abdullah, (904) 632-5049

FCCI's Urban Resource Center **Floor Descriptions**

First Floor

The Urban Resource Center's assessment facilities, located on the first floor, include multi-purpose assessment and testing labs, a work evaluation lab and testing rooms as well as administrative and support facilities for those functions. Several public and student service facilities also are located on the first floor including a career resource area, the reception and lobby area, and registration and enrollment.

The assessment facilities are flexible to accommodate changes in assessment tools and methods. The multi-purpose assessment and testing rooms can combine for large groups or orientations, and it can serve as a multimedia classroom. A modular wiring grid within the raised floor makes the assessment area and the work evaluation lab capable of computer testing.

The first floor accommodates comprehensive assessment of academic and vocational aptitudes, interests, abilities and physical capabilities, as well as extensive career exploration and job placement services including JOB LINK, a computer job-matching system that links employers to job-ready students whose skills have been certified by the College.

Second and Third Floors

Floors two and three are configured identically but have different lab applications. Both floors house electronic classrooms and instructional labs for microcomputer applications. The second floor features computer information science labs for vocational entry-level training and work force readiness training and an interdisciplinary lab for medical records and terminology applications.

The third floor houses a business data processing lab, a computer aided drafting and design/computer aided manufacturing (CAD/CAM) lab and an "Office of the Future" with state-of-the-art electronic filing, scanning, imaging, reproduction and communication capabilities.

These laboratories are for computer training required by the community and by businesses within the community. These facilities are used to teach students the work force readiness, technical and computer literacy skills they need to be competitive in the labor market and to provide business and industry with the well-trained, skillful employees needed for businesses to be competitive in global markets.

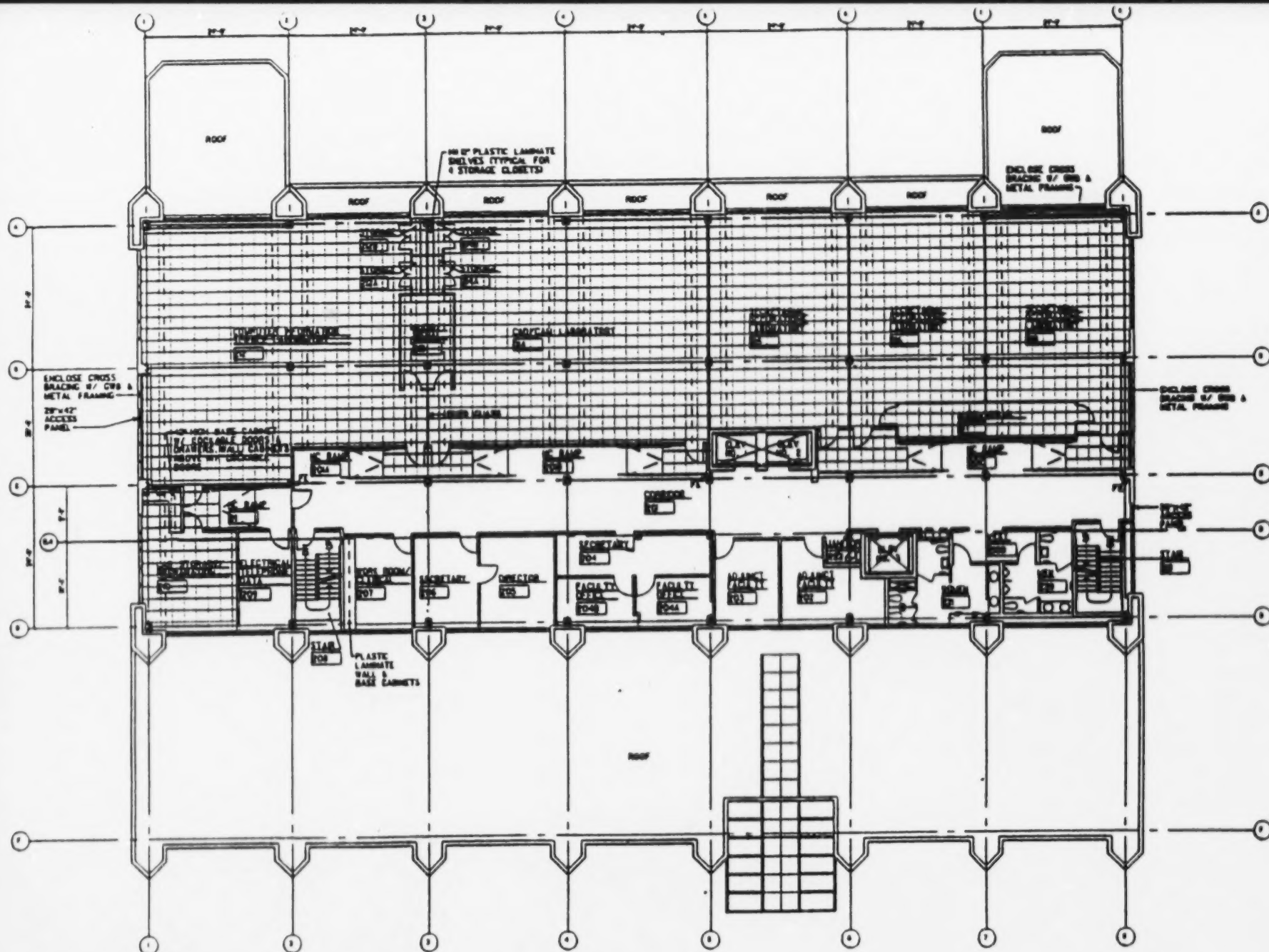
All labs and computer storage and preparation rooms on floors two and three feature raised flooring and are wired for data, voice, graphics and full-motion video via light and/or electrical transmissions. The labs are multi-purpose facilities that will serve various needs and adapt to changes in demand by the Urban Resource Center's clients. The various labs are designed for a variety of programs but can be modified for any course that requires a personal computer.

Fourth Floor

Fourth floor facilities include economic development offices, facilities management offices, interdisciplinary computer labs, a reception area and multimedia conference rooms. The conference rooms are used to brief top-level executives regarding FCCJ's ability to support the educational needs of businesses in Northeast Florida and those considering relocation to the area. These conference rooms also serve as multimedia classrooms.

The Distant Learning Center, located on the fourth floor, allows FCCJ to simultaneously provide classes at multiple centers, provide remote in-service training to FCCJ and public school faculty, and custom design and deliver courses for business and industry.

Using the Urban Resource Center as the "mother site," the distant learning technology can deliver quality, cost-effective educational programs throughout the Northeast Florida area and throughout the world.



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BEST COPY AVAILABLE

SECOND FLOOR PLAN
SCALE: 1/8" = 1'-0"



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FCCI's Urban Resource Center
Cost and Funding Summary

Cost

Land and existing building	\$1,000,000 (complete)
Renovation and reconstruction of existing building	5,000,000 (complete)
Program development, computer equipment, furniture and fixtures	<u>7,000,000</u> (in progress)
Total Cost	<u>\$13,000,000</u>

Funding

State:

PECO FY 90-91 (planning/site)	\$1,500,000
PECO FY 91-92 (construction)	3,500,000
PECO FY 92-93 (additional construction)	1,000,000
PECO FY 92-93 (furn./equip.)	<u>3,500,000</u>
Total State funding	\$9,500,000
 To be provided through grants or in-kind assistance from business, industry and federal government agencies	 <u>\$3,500,000</u>
Total Funding	<u>\$13,000,000</u>

Urban Resource Center Historical Perspective

FCCJ purchases St. Jude Clinic building for \$1 million from Southeast Bank

FCCJ receives \$3.5 million of Public Education Capital Outlay funds to renovate the building. FCCJ selects The Haskell Company to perform the renovation.

1987	1988	1989	1990	1991
FCCJ's work force related training hours: approximately 100,000.	FCCJ's work force related training hours: approximately 200,000.	FCCJ's work force related training hours: almost 500,000. The Urban Resource Center concept begins to develop. Fall: Jacksonville Community Council, Inc. (JCCI) begins a study of Northeast Florida's labor market to determine future work force needs.	FCCJ's work force related training hours exceed one million. February: Board of Trustees approves the concept of an Urban Resource Center; authorizes internal audit for resources to dedicate to such a center. May: JCCI study released, confirming the need for the Urban Resource concept. FCCJ solicits the partnership of business, civic and government leaders to develop the Center. Summer: FCCJ completes internal audit of resources to be dedicated to the Urban Resource Center. September: The Urban Resource Center Advisory Council meets for the first time; Advisory Council Executive Committee formed. October through December: More than 100 business, community and government leaders are interviewed to determine specific work force training needs. December: Jacksonville Chamber of Commerce Work Force Preparation Task Force selects the Urban Resource Center as one of three educational initiatives it supports.	January: The Jacksonville Chamber of Commerce Board of Governors passes a resolution supporting the Urban Resource Center. AT&T donates \$56,000 Distant Learning computer package to the Center with \$60,000 of consulting services for its development. Advisory Council meets for second time. Results of interviews presented and categorized. Multiple program initiatives proposed to solve problems identified by the community. February through May: Questionnaire distributed to more than 250 business and civic leaders to identify 11 program initiatives, ascertain levels of interest for each initiative, and create task forces to implement each program initiative. February: First DACUM (Developing A Curriculum) Conference is held. Employment, Training and Literacy Consortium hosted by FCCJ. April: FCCJ conducts National Issues Forum, "Regaining the Competitive Edge," about work force issues on public television. FCCJ announces receipt of a \$396,000 grant for work force literacy from the U.S. Department of Education. (continued)

In December, 1992, the Haskell Company completed the renovation of the former St. Jude's Clinic building into FCCJ's Donald D. Zell Urban Resource Center.

1991	1992	1993
(From previous page) June: IBM Corporation announces FCCJ as a training and demonstration site for the IBM Application System/400 computer system. July: Advisory Council meets for building and program review; reaffirms community commitment to the project. August: First classes for the IBM AS/400 are held at FCCJ South Campus. September: Eleven program initiative task forces are fully operational. FCCJ wins \$150,000 grant to train Merrill Lynch employees for new operations center in Jacksonville. October: The Urban Resource Center is selected as beta-test site for multimedia curriculum for document literacy. FCCJ and the Florida Reading Association host a regional conference on literacy. December: IBM's national partnership spokesman Ken Primeau keynotes ceremony marking the beginning of renovation. Primeau also highlights the Urban Resource Center at the Jacksonville Chamber of Commerce Cornerstone Committee luncheon.	March: Manufacturing workshops conducted for First Coast Manufacturers Association. April: Prototype electronic classroom opens at FCCJ's North Campus. May: URC management team undergoes total quality management training. Center receives \$385,000 workplace education grant from the Florida Department of Education. JOB LINK selects computer system for job availability requests. June: Job requirements survey updated and sent to area companies. FCCJ forms partnership with Penn State University to develop basic skills functional curriculum for the customer service industry. July: FCCJ personnel attend accelerated learning training seminar at American Express Travel Related Services. Barnett Bank and AT&T American Transtech begin exploring feasibility of converting Grande Boulevard Mall to an FCCJ work force computer training facility.	August: Applications accepted for new FCCJ positions at the Urban Resource Center. September: FCCJ's District Board of Trustees approves Urban Resource Center parking lot expansion as a result of joint venture with neighboring church. The Board also approve the Center's operating budget. Customer service training begins in several high schools as part of a dual enrollment partnership between FCCJ, Blue Cross/Blue Shield of Florida and Duval County Public Schools. October: First shipment of computers arrive at the Urban Resource Center. Development of clerical personnel assessment and training programs begins. November: Fiber optic installation at the Center is completed. Furniture begins arriving. Several FCCJ personnel move into the Urban Resource Center to begin operations. January: First class, a cultural diversity class for Duval County public school teachers is held in the Urban Resource Center, Jan. 23. First class target toward business and industry, "Effective Listening Skills," is held Jan. 25. February: The Urban Resource Center management team hosts an open house at the Center to introduce the new facility to all FCCJ employees.

Appendix A

Urban Resource Center Advisory Council

Diane Abood
Project Consultant
Blue Cross/Blue Shield of Florida, Inc.

*William Barton
Senior Vice President Operations and Systems
American Express Travel Related Services

William Bertke, CPA
Chairman of Committee of 100
Nassau County

Lornie Billard
Staffing Manager
Barnett Bank Operations Center

Melvin Cox
Manager, Quality Programs
IBM

*Lad Daniels
President
First Coast Manufacturers Association

John Diamond
President
Kemp, Bunch & Jackson Architects

William Dresser
General Manager, Customer Service
Southern Bell

Rear Admiral Frank Dirren Jr.
Commander Helicopter Wings, Atlantic
NAS Jacksonville

John Edenfield
President
Communications Workers of America

Richard Evans
Director, Regional Human Resources
Barnett Banks, Inc.

Ronnie Ferguson
Deputy Mayor
City of Jacksonville

Allen Gibbs
Senior Vice President/
Chief Financial Officer
AT&T Universal Card

Susan Gottesmann
Vice President, Human Resources and
Public Affairs
American Express

Frances Grandy, CLU, FLMI
Training Consultant
Employee Benefits & Development Division
The Prudential Insurance Company of America

Kirk Hansen
Marketing Manager
IBM

Preston Haskell
President
Haskell Company

Mark Hulsey, Esquire
Smith & Hulsey

Jack Kelly, Ph.D.
Vice President
Professional Services & Development
Methodist Hospital

*Delores Pass Kesler
President
AccuStaff, Inc.

Walter Lee III
President
Jacksonville Chamber of Commerce

Henry Luke
Senior Vice President
Reynolds, Smith and Hills, Inc.

Wilford Lyon, Jr.
Chairman of the Board and
Chief Executive Officer
Independent Life and Accident
Insurance Company

*Monica Mehan
President and Chief Executive Officer
American Transstech

Arthur Milam, Esquire
Managing Partner
Mahoney, Adams & Criser, P.A.

Terry Morello
Director
Training and Development
American Transstech

Richard Quina
Vice President/General Manager
Jefferson Smurfit

Tom Ranney
Manager, External Programs
IBM

*Carleton Rider
Administrator
Mayo Clinic

*Jean Russell
Director of Work Force Preparation
Jacksonville Chamber of Commerce

Robert Schellenberg
Special Assistant to the President
Baptist Medical Center

V. Hawley Smith Jr.
President
H. Smith, Inc.

Paul Squires
District Manager
AT&T

Martin Stein Jr.
President
Regency Group

Walter Vital
Plant Manager
Maxwell House

*Robert Vogt
Industry Consultant
Community Colleges
Academic Information Systems
International Business Machines Corp.

William Watson Jr.
President
Watson Realty

Appendix B

Program Initiative Task Forces

Dual Enrollment/Cooperative Education Council

*Coordinators: Susan Gottesmann, American Express
Jon Cosby, FCCJ*

Phone: (904) 565-6000

Phone: (904) 632-3261

Programs incorporate technical courses providing college and high school credit (dual enrollment) and work experience courses (cooperative education) through a partnership between the Duval and Nassau county school boards, FCCJ and local businesses.

JOB LINK Committee

*Coordinators: Lonnie Billard, Barnett Bank
Jeff Oliver, FCCJ*

Phone: (904) 464-4932

Phone: (904) 766-6607

JOB LINK is a consortium of industry and business representatives, employment agencies, governmental agencies, community based organizations and educational institutions that is coordinating a computer system of matching job openings with qualified, job-ready applicants.

Small Business Advisory Council

*Coordinators: Kirk Hansen, IBM
Jean Martin, FCCJ*

Phone: (904) 390-6808

Phone: (904) 632-5065

The Small Business Advisory Council is addressing training and curriculum for the IBM AS/400 computer system and microcomputer applications and will incorporate other technologies to increase operating efficiencies for smaller, entrepreneurial businesses.

Distant Learning Applications

*Coordinators: Gene Napier, WJCT-TV
Eleanor Minich, FCCJ*

Phone: (904) 353-7770

Phone: (904) 633-8359

The task force is exploring and creating training applications for the College's distant learning technology which allows instructors to teach live from their location to classes located anywhere in the world. Students can interact with instructors and each other as if they were located in the same classroom.

Medical Consortium

*Coordinators: Jack Kelly, Methodist Medical Center
Jim Woods, FCCJ*

Phone: (904) 798-8353

Phone: (904) 766-6724

A medical consortium of health care entities, medical equipment manufacturers and educational institutions is creating training opportunities, addressing solutions to existing labor shortages in the medical industry, and more efficiently allocating resources to expand capacity in existing health care programs.

Needs Assessment Teams

Coordinators: *Jean Russell, Jacksonville Chamber of Commerce* Phone: (904) 366-6656
Sheilah Lynn, FCCJ Phone: (904) 632-5095

The task force develops and guides needs assessment teams of FCCJ representatives and specific company representatives to analyze and validate current or future problems perceived to be impacting individual companies. In conjunction with workplace education staff, this task force designs special training programs for the company's employees.

Determination of Job Requirements

Coordinators: *Terry Morello, AT&T American Transtech* Phone: (904) 636-1040
Judy Burnett, FCCJ Phone: (904) 632-5059

The task force determines task requirements for specific jobs through various research methods and translates those into existing or new curriculum for entry level positions to fill "gaps" in an individual's work force readiness skills.

Quality Improvement Consortium

Coordinators: *Kaye Bozman, IBM* Phone: (904) 390-6693
Stan Block, FCCJ Phone: (904) 633-8149

A consortium is developing the market driven quality improvement concept into training programs to be incorporated into work force readiness and workplace education programs and is creating a community customer service/quality improvement culture.

Design of Diagnostic Assessment Tools

Coordinators: *Paul Squires, AT&T* Phone: (201) 898-8585
Charlotte Minter, FCCJ Phone: (904) 632-3211

The task force designs diagnostic assessment tools to determine an individual's educational levels, physical dexterity and ability, and intellectual ability and interests to pinpoint training and educational enhancement opportunities related to specific occupational skill requirements.

Overall Development of Work Force Readiness Programs

Coordinators: *Delores Pass Kesler, AccuStaff, Inc.* Phone: (904) 399-3536
Edythe Abdullah, FCCJ Phone: (904) 632-5049

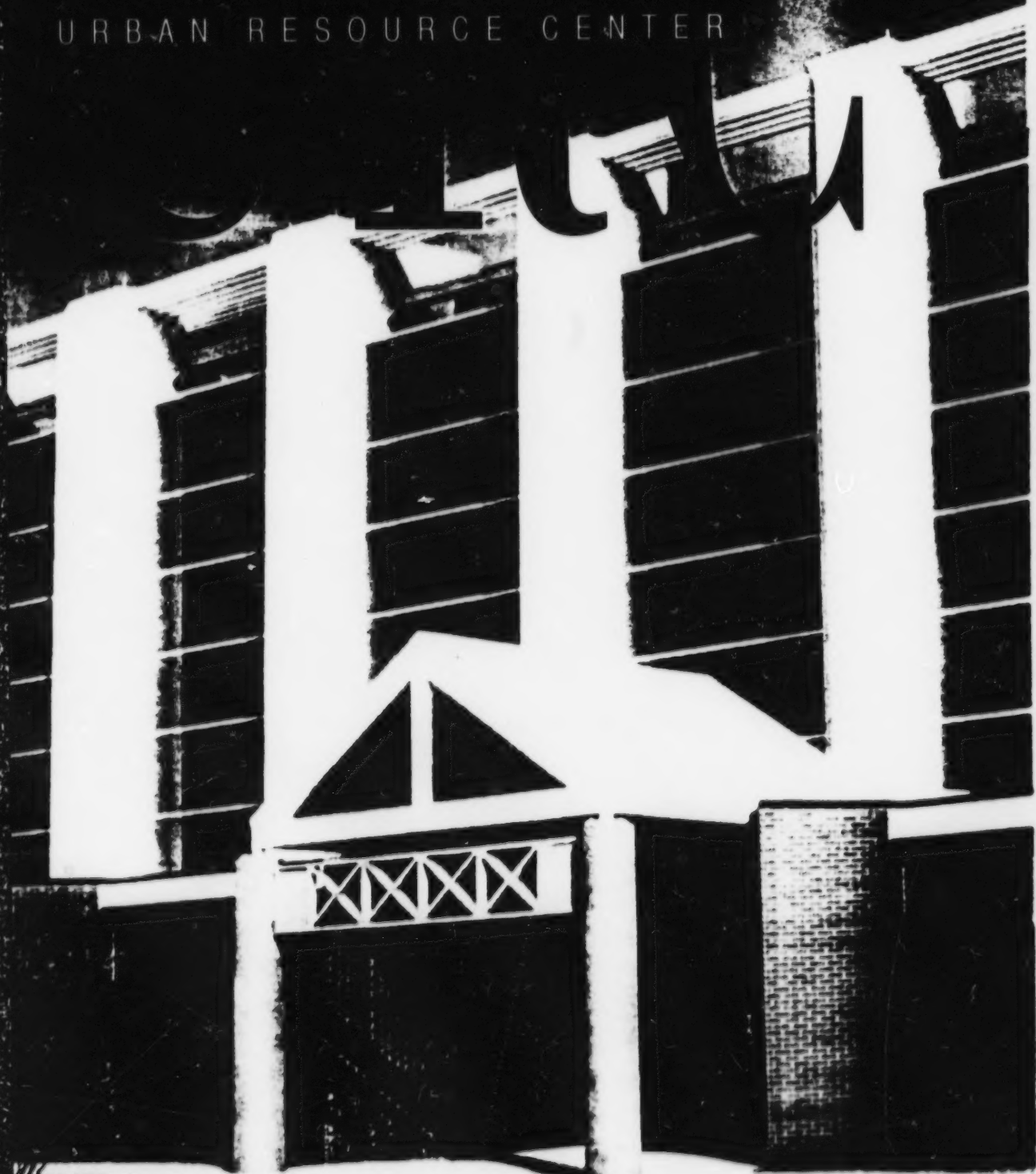
The task force creates and guides work force readiness programs to match the interests and abilities of unemployed and underemployed people with job requirements and to provide them with appropriate training.

Overall Development of Workplace Education Programs

Coordinator: *Luther Quarles, FCCJ* Phone: (904) 633-8121

The task force guides custom training programs developed in conjunction with needs assessment teams for training areas such as basic skills, critical thinking, problem solving and team building for specific industries, companies and job functions.

URBAN RESOURCE CENTER

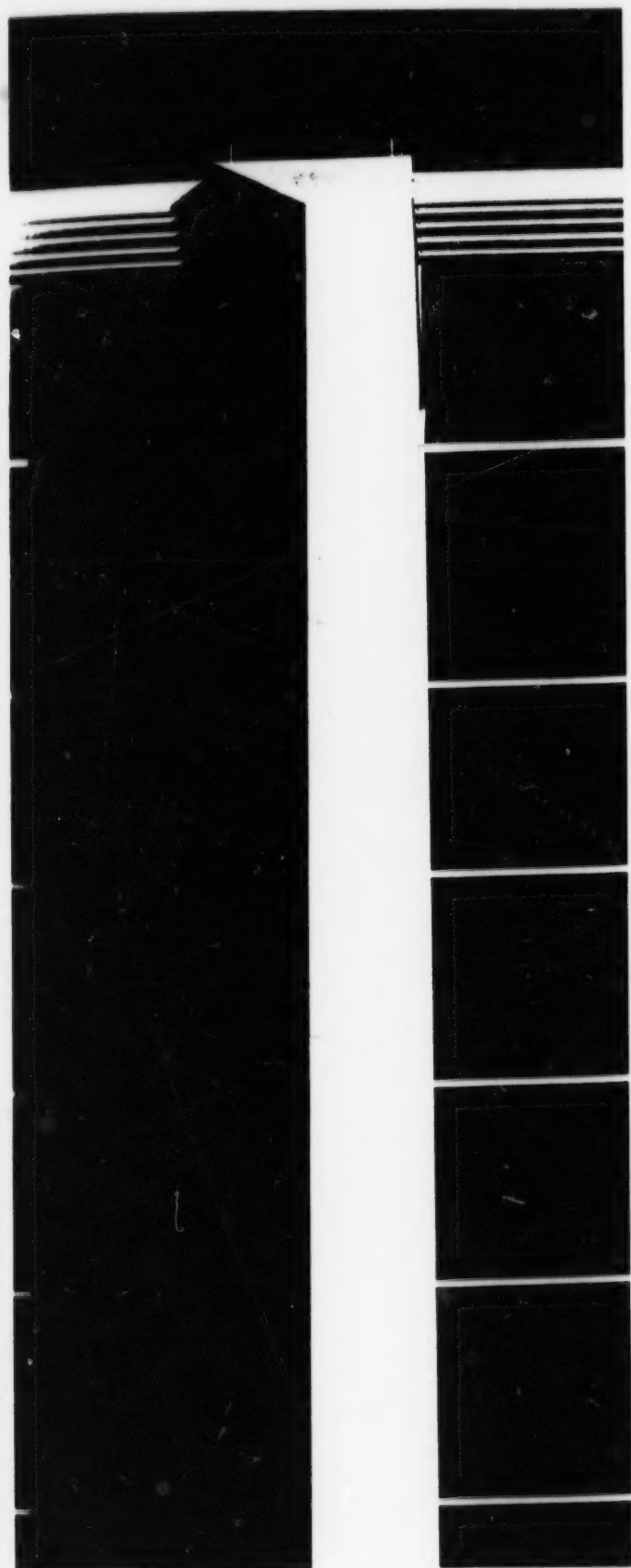


*Its glass surface reflects the finest symbols of a **free**
enterprise society — business, industry, growth and jobs.*

*But on the streets surrounding the building, the dominant
images are those of lost **opportunity** — unemployment,
poverty and inner city decay.*

*Between the polar opposites of wealth and need now stands
Florida Community College at Jacksonville's greatest
commitment to improving the **work force**, the Donald D. Zell
Urban Resource Center.*

*FCCJ's Urban Resource Center straddles an imaginary fence
between urban problems and urban **prosperity**. For the
unemployed, the Center is a gate to employment. For the
uneducated, it is a gate to learning. For the underemployed, it
is a gate to **advancement**. For the untrained, it is a gate to
job skills.*



A Partnership for Helping People

Thanks to the efforts of the hundreds of individuals who have contributed and who continue to contribute time and resources to Florida Community College at Jacksonville's Donald D. Zell Urban Resource Center, the Jacksonville area owns an unmatched capability to meet the work force training needs of existing and potential employers.

The businesses, organizations and individuals who have contributed to the development of the Center are more than volunteers. They are architects of a higher quality work force and a higher quality of life in Northeast Florida.

The Center itself is a blueprint for helping people improve as individuals. FCCJ uses many channels to deliver high quality educational opportunities to Jacksonville area residents. The Urban Resource Center gives FCCJ one more medium to reach people. That medium is business.

By working for, with and through the private sector, the Urban Resource Center delivers educational opportunities to a segment of the community that would be otherwise excluded from educational advancement.

This effort — this partnership — sets off a chain reaction of intellectual prosperity that enhances the potential of the student, the business or organization, and the community.



The Urban Resource Center exists to serve individuals who comprise the Jacksonville area work force.

The Center uses three general avenues to reach that target market: **existing businesses, new businesses and community service agencies.**

- Existing businesses may refer employees to the Center for computer software classes or to meet other training needs.
- New businesses may work with the Center's staff and faculty to implement a comprehensive training package.
- Community service agencies often refer unemployed or underemployed individuals to the Center to enhance their skills and help them find new or better jobs.

The Urban Resource Center is a training concept that begs to be adapted to the specific needs of its clients. The Center's initial services, described in the following pages, possess a dynamic energy that ensures the Center's educational responsiveness to changing demands in the workplace and in the community.

Future Urban Resource Center programs will encompass the technological progress of our world and will reflect the success of Northeast Florida's efforts to attract new industry to the area.



Assessment

The Urban Resource Center provides vocational assessment services for unemployed and underemployed individuals who are referred to the Center by community support agencies.

The Center's assessment services focus on industries identified as crucial to the Jacksonville area economy.

Individuals referred to the Center are tested for basic skills, aptitude, interests, work values, temperament and learning styles. The client's profile is then matched with the skill requirements of jobs in the identified industries.

If the client's assessment results match with existing job opportunities, the client will be referred to the Center's job placement services.

If the student lacks skills, that individual will be placed on an appropriate educational track to prepare for the workplace. Once the client meets job skill requirements, the client is job certified and ready for placement.

Work Force Readiness

For clients who lack job skills, assessment is like a prescription, and work force readiness is like instructional therapy.

Clients who are referred to work force readiness programs have access to the latest in instructional technology to improve their basic skills, employability skills and occupational skills.

Clients learn in the context of real jobs. Instructors link

lessons to experiences or situations the client is likely to encounter in work situations. In fact, learning is treated as a job.

Students must dress appropriately for the positions they are training for, and they are required to meet attendance and punctuality standards of the work environment.

Job Placement

The final step in the Urban Resource Center's job preparation track for individual clients is JOB LINK.

JOB LINK is a service for both the individual looking for a job and area employers looking for qualified applicants.

Once an individual referred to the Urban Resource Center is certified as "job ready," that person's background, skills and career preferences are entered into a computer that matches the client's profile with job openings.

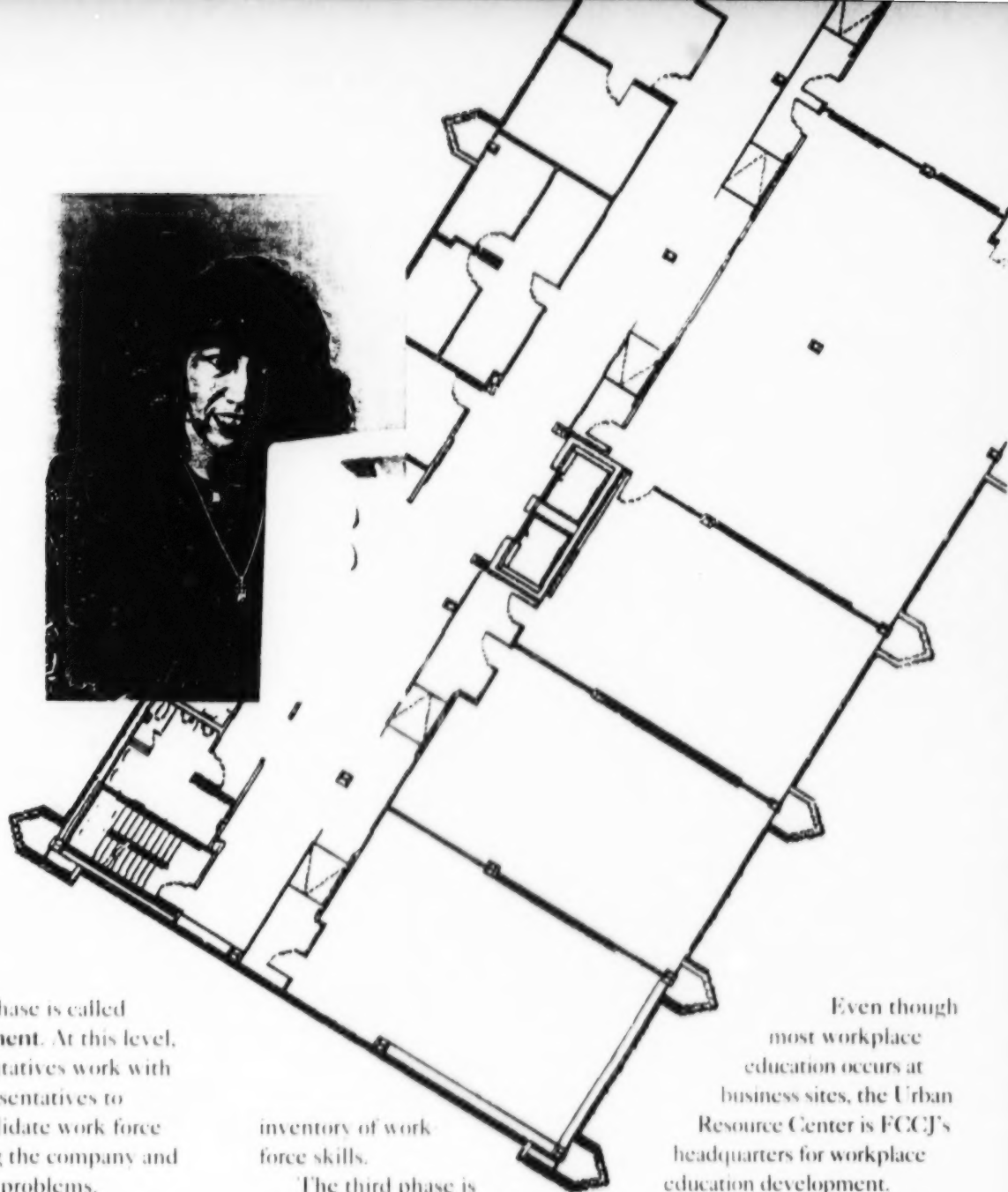
Employers searching for qualified applicants submit job openings by fax, phone, optical scanner or a JOB LINK terminal located at the employer's site.

In addition to JOB LINK, the Urban Resource Center staff provides counseling and career planning services.

The Urban Resource Center's career resource center provides clients with computer access to career exploration and research information as well as support materials for employment and critical thinking skills.

Custom Training

FCCJ and hundreds of representatives from business have developed a three-phase approach to solving the training problems of individual corporate clients.



The first phase is called **needs assessment**. At this level, FCCJ representatives work with company representatives to analyze and validate work force issues affecting the company and forecast future problems.

In the second phase, **curriculum design**, FCCJ and the company adapt existing training programs or develop new training that addresses the specific problems of the company.

Using information gained from interviewing employees and supervisors, FCCJ can develop a curriculum designed to remediate gaps in an individual's

inventory of work force skills.

The third phase is **workplace education**. At this level, FCCJ instructors implement the new company specific training and education curriculum. While the new curriculum may include specific skills training, it may also include basic skills training related to job functions or critical thinking, problem solving and team building programs for employees.

Even though most workplace education occurs at business sites, the Urban Resource Center is FCCJ's headquarters for workplace education development.

Fees for these services depend on the scope of the project, the number of employees involved and the availability of grants and other resources.

Computer Education

The Urban Resource Center is equipped to offer almost any type of short-term computer training imaginable.



Most activities focus on software training for common business applications. In addition, the Urban Resource Center offers all levels of computer aided drafting and design and computer aided manufacturing (CAD/CAM) instruction.

The Urban Resource Center is also a training site for programs in two growing job opportunities related to the computer industry — information and records management and its health industry cousin, medical records management.

Medical Programs

The Urban Resource Center is implementing training such as the medical records management program in response to the medical community's stated training needs.

The Center provides a forum in which FCCJ can collaborate with health care providers to provide new employment opportunities for residents and meet the work force needs of this important industry.

Dual Enrollment

Through the Urban Resource Center, FCCJ is working with businesses and schools to provide smoother bridges between high school education, college and the work force.

FCCJ college credit programs for high school students give them a head start in college and better skills to market to employers.

Dual enrollment programs provide students with an easy first step into college and the rewards of higher education.

Electronic Classrooms

The Urban Resource Center represents FCCJ's desire to provide the best possible environment for students and faculty.

The Center's electronic classrooms enable faculty to explore advanced multimedia teaching technology designed to immerse the student in the subject matter and greatly improve the learning process.

FCCJ also will use these rooms to train corporate educators in the teaching applications of emerging technology.

Office of the Future

The Urban Resource Center houses an "office of the future" as a testing and demonstration site for new work force and business technology.

The office also showcases the latest in workplace adaptive products for people with disabilities.

Opening a window to business needs

Everything that the Urban Resource Center offers is the result of an intense development process involving hundreds of representatives from the local business community.

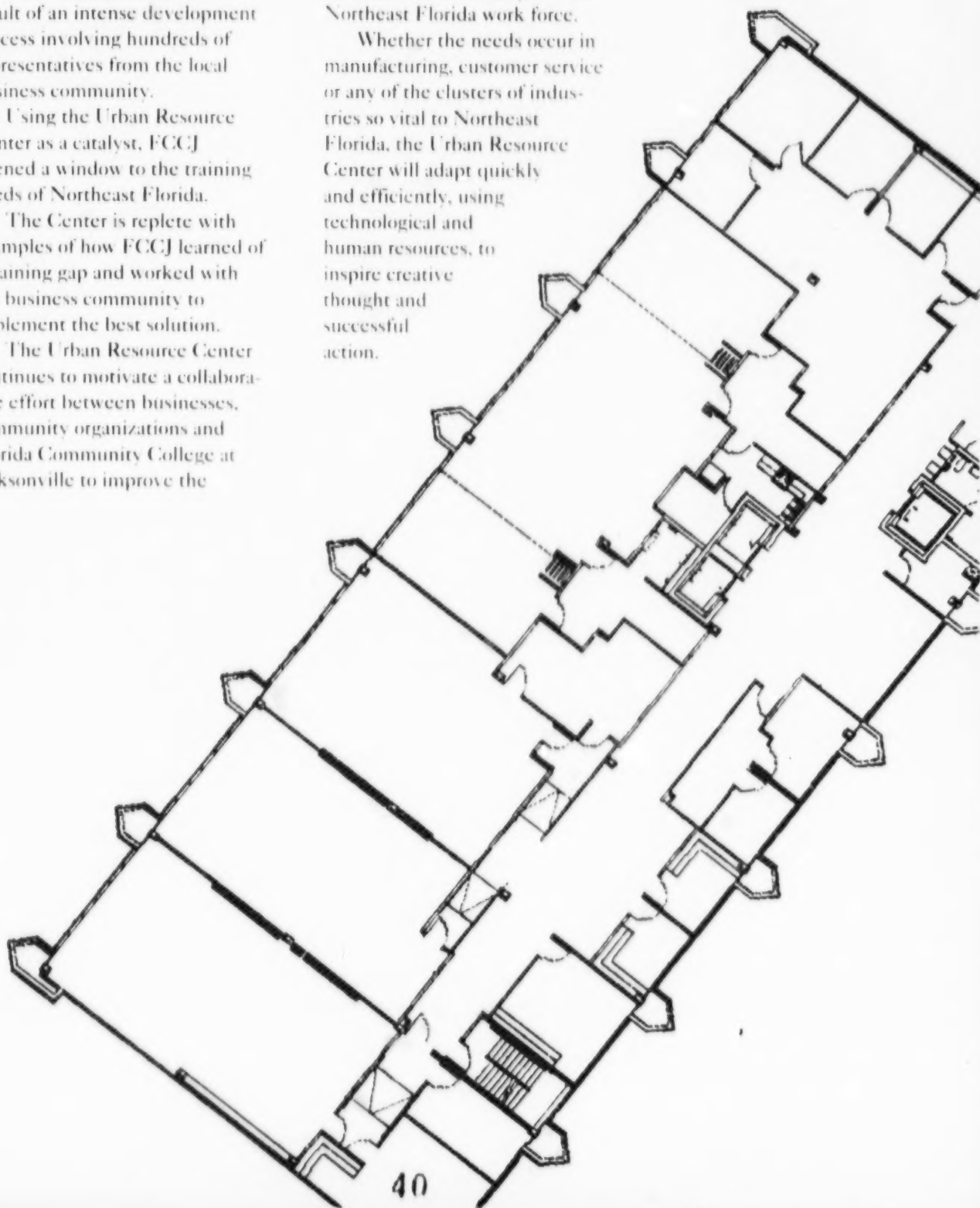
Using the Urban Resource Center as a catalyst, FCCJ opened a window to the training needs of Northeast Florida.

The Center is replete with examples of how FCCJ learned of a training gap and worked with the business community to implement the best solution.

The Urban Resource Center continues to motivate a collaborative effort between businesses, community organizations and Florida Community College at Jacksonville to improve the

educational level of the individuals who, together, comprise the Northeast Florida work force.

Whether the needs occur in manufacturing, customer service or any of the clusters of industries so vital to Northeast Florida, the Urban Resource Center will adapt quickly and efficiently, using technological and human resources, to inspire creative thought and successful action.



Donald D. Zell began his association with Florida Community College at Jacksonville in 1970 when he donated land for the College's North Campus. For more than two decades, Zell has continued to support FCCJ. He served 13 years on the FCCJ Foundation, Inc. Board of Governors (including two years as Board President) and five years on the FCCJ District Board of Trustees.

As District Board of Trustees Chairman (1990-1991), Zell worked tirelessly to create new student programs and build new facilities. His emphasis on the role community colleges play in the economic growth of a city

provided the framework for a continuing partnership between FCCJ and community leaders, culminating in the development of the Urban Resource Center.

Zell's commitment to FCCJ and Jacksonville has been recognized by former Governor Bob Martinez, who presented Zell with the Governor's Independence Award in 1990. The National Council for Resource Development awarded him the 1992 Region IV Outstanding Philanthropist Award.

The Donald D. Zell Urban Resource Center honors Zell's outstanding commitment to the College and the community.

Urban Resource Center Facilities

First Floor

Registration
JOB LINK and the Career Resource Center
Assessment Centers and Services
Lounge
Storage and Receiving

Second Floor

Vocational Computer Laboratory
Work Force Readiness Basic Skills Lab
Open Lab
Electronic Classroom
Business and Industry Computer Lab

Third Floor

CAD/CAM Lab
Records Management/Medical Records Lab
Office of the Future
Electronic Classroom
Business and Industry Computer Lab

Fourth Floor

Business and Industry Computer Labs
Distance Learning Classrooms
Conference Rooms
Kitchen
Administrative Offices

All floors have faculty and support staff offices, as well as computer repair and installation facilities.

All Urban Resource Center facilities are accessible to people with disabilities.

601 W. State St., Jacksonville, FL 32202
904-633-8149

